

26 October 1983

MEMORANDUM FOR THE RECORD

SUBJECT: Seminar - New Human Resources Priorities Conducted by
Towers, Perrin, Forster, and Crosby, Consulting Services
(TPF&C)

1. The seminar was convened by TPF&C for the benefit of its Washington Office clients. (The purpose being, apparently, to stimulate interest in matters for which TPF&C might be of future service.)

2. The featured speaker, Dr. James W. Walker, acknowledged at the outset that there really was nothing "new" per se about human resources, only that the focus had changed somewhat. Instead of attending to external matters, e.g., effects of the projected rate of inflation on the budget; recruitment strategies; etc., Dr. Walker found that a large percentage of the 282 organizations that TPF&C studied recently turned their focus inward. Their primary concern seemed to be directed toward measuring and improving the effectiveness of the business itself.

3. Four major areas of inward focus were identified as priority concerns:

- a. A concern for the management of business change, e.g.,
 - assessing and managing organizational culture (value systems),
 - restructuring the organization,
 - redirecting the energies and capabilities of professionals and managers,
 - achieving productivity improvements.
- b. A desire to influence individual performance, e.g.,
 - designing effective appraisal processes,
 - designing incentive and other pay systems,
 - integrating performance evaluation with human resource planning.
- c. An increased line management orientation, e.g.,
 - strengthening line managers roles,
 - redirecting reliance on staff: decentralizing staff activity,
 - streamlining and updating personnel systems and programs.

d. Need for effective planning, e.g.,

- developing a pragmatic planning process,
- using data effectively (forecasting and analysis),
- involving managers in linking personnel planning with organizational planning.

4. Dr. Walker concluded his remarks by reminding the audience that organizational culture must be understood if any personnel management strategy is to be successful. He suggested that there is the "desired" organizational culture of which top management officials are knowledgeable and for which they are the prime advocates; then there is the "actual" organizational culture which reflects the perceptions and values of the workforce. A knowledge of both the actual culture and the impact of current personnel management systems are prerequisite to moving toward or achieving the desired culture of the organization.

5. A panel discussion followed Dr. Walker's presentation with representative specialists from TPF&C responding to concern and questions raised by the attendees. The subject matter was varied; it often dealt with specific company concerns (the majority of attendees were from the private sector). Merit compensation and performance appraisal issues seemed to monopolize the discussion although considerable time was also given to the question of how to get the attention and support of the Chief Executive Officer (CEO) in dealing with personnel management issues and programs.

6. All things considered, the three-hour seminar was worthwhile. Personally, I believe it is always important to remember that one is not alone in this business. Many personnel management problems and concerns are common to both the private and public sectors, and the sharing of ideas is generally always worthwhile.



P&PS/OP

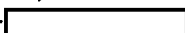
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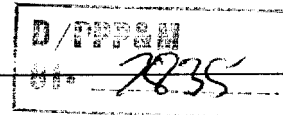
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ADMINISTRATIVE - INTERNAL USE ONLY**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

Personnel Planning



FROM:

EXTENSION

NO.

3383

DATE 8 July 1981

25X1

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. EA/OP

9 JUL 1981

DDC

Per DDCI request (attached),
I have revised the Personnel
Planning paper. This revision
is also attached. The goals are
from HR 20-1C. If this is
acceptable, I'll prepare for
resubmission to the DDCI.

25X1

2.

3.

DD/OP 9 JUL 1981

K

4.

5.

D/OP

6.

Atts

also include names
in planning staff
coordination on
meeting sheet.

25X1

7.

8.

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11.

12.

13.

14.

15.

ADMINISTRATIVE - INTERNAL USE ONLY

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Personnel Planning

FROM

EXTENSION

NO.

3383

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15 July 1981

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EA/OP

Per discussion with Ben, I have redone the personnel planning paper to incorporate the DDCI desires to broaden the goal of personnel planning and to spell out the Agency's personnel goals (taken from HR 20-1c). I have also contacted the Chief of the Agency Planning Staff so as to get ourselves included in overall planning.

2.

3.

DD/OP

4.

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ROUTING AND RECORD SHEET

81-1139/2

SUBJECT: (Optional)

Personnel Planning

D/PPROM

CI- 2290

FROM: James N. Glerum
Director of Personnel

EXTENSION

NO.

DATE

11 JUN 1981

STAT
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TO: (Officer designation, room number, and building)

DATE

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INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Registry

2. GATES

3. Deputy Director of
Central Intelligence

4. D/Pers

5. 2 Pers

2 JUL 1981

7. D/Pers

6 JUL 1981